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Country programme document for Senegal (2019-2023)

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I. Programme rationale

1. Senegal is located in the extreme west of sub-Saharan Africa, covering an area of 196,712 square kilometres and has a population of some 13.6 million, with a density of 69 inhabitants per square kilometre. The population is primarily rural (58 per cent), has slightly more women (51 per cent) than men and is overwhelmingly young (77 per cent under age 35).

2. At the socioeconomic level, the challenge facing Senegal is how to accelerate efforts for more inclusive growth, reduce poverty and inequality and sustain over 7 per cent growth in accordance with Sustainable Development Goal 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) and the objectives of the Plan for the Emergence of Senegal (PES). Since 2014, Senegal has attained a new level of growth, averaging nearly 6 per cent according to the International Monetary Fund (IMF), but the country still faces persistent poverty (46.7 per cent in 2011) and inequality (Gini inequality coefficient estimated at 0.38), especially in rural areas (57.3 per cent) but also in urban areas with strong disparities between regions. The acceleration of growth is driven by increased public investment financed mainly through loans and the country's debt level, estimated by the IMF at 62.3 per cent,[1] which limits the public sector's ability to support growth. In order to sustain such growth, private investment and the participation of women[2] will have to increase significantly.

3. Currently, growth is not inclusive because it does not provide enough jobs and income opportunities, especially for women, young people and the rural population, and because social protection policies do not adequately cover vulnerable populations. Indeed, unemployment affects women in particular (22.6 per cent compared to 9.8 per cent for men), as well as youth and rural areas, where the rate is 27.7 per cent compared to 18.5 per cent in urban areas.[3] A recent study has shown that the inactive and unemployed populations are among the groups that generally do not escape from poverty once they have been trapped into it.[4] In addition, persons with disabilities, the elderly, women victims of violence, persons living with HIV and AIDS and victims of migration are highly vulnerable and should be prioritized.

4. At the governance level, the challenge is to strengthen the performance of central and local governments in supporting development priorities and providing quality public services. This is due to a clear imbalance in the territorial distribution of power, resources and public services between Dakar and the rest of the country, where decentralization reform is slow. At the central level, this can be explained by weak modernization and the insufficiency of a results-based culture; hence, the country has limited capacity to adapt to the requirements necessary for a path to emergence.[5] A 2017 perception of corruption study revealed the presence of corruption, with 95.3 per cent of the general public and 61.7 per cent of professionals attesting to corruption in their immediate environments.

5. In relation to the environment, the main challenge is the low resilience of communities and ecosystems due to the effects of climate change, unsustainable production and consumption patterns and insufficient environmental education. Indeed, 60 per cent of the Senegalese population depends on sectors related to natural resources, in rural areas on agriculture and forestry and in urban and peri-urban areas on fishing and tourism. These different vulnerability factors generate socioeconomic problems: the drinking water supply affected by salinization and groundwater acidification; the destruction of habitats due to coastal erosion; the decline in agricultural yields; health problems; and migration. They will also significantly affect Senegal's economic development trajectory and poverty reduction efforts.

6. For several years, the countries of the Sahel have struggled with a succession of political and humanitarian crises. This situation has made the region vulnerable to insecurity resulting from armed conflict, terrorist activities, illicit trafficking and ensuing organized crime. In addition, the

[1] According to the Ministry of Economy, Finance and Plan.

[2] Gender discrimination induces a loss of nearly 16 per cent of national income according to a study by the Ministry of the Economy, Finance and Plan.

[3] National Statistics and Demography Agency, National Employment Survey in Senegal 2017.

[4] Dansokho, Diagne, Diène and Kharma March 2017, La dynamique de la pauvreté au Sénégal. NOPOOR Policy Brief No. 57c.

[5] African Peer Evaluation Mechanism report.

Casamance situation has also contributed to regional instability. So far, Senegal has been preserved from this instability in the Sahel region. The United Nations is supporting efforts towards more stability, peace and development for the region through the Integrated Strategy for the Sahel, of which Senegal is a part.

7. In order to embark on the path of emergence by 2035, Senegal adopted the PES in 2014 as a framework for its development to reflect the political will not only to trigger a dynamic economic expansion but to improve the well-being of the population. The PES includes a five-year priority action plan and is structured around three pillars: (a) structural transformation of the economy and growth; (b) human capital, social protection and sustainable development; and (c) governance, institutions, peace and security. Recent analyses[6] have shown that the PES covers the 17 Sustainable Development Goals. However, only 77 per cent of the targets for the Goals are included in the first PES Priority Action Plan for 2014-2018. The next PES Priority Action Plan for 2019-2023, with which the United Nations Development Assistance Framework (UNDAF) 2019-2023 and the UNDP country programme will be aligned, will continue integrating the remaining 23 per cent of the targets.

8. The evaluation of the 2012-2018 country programme highlighted the following main achievements and lessons learned from UNDP interventions. In governance, UNDP helped to engage more development partners in funding the PES through the 2014 consultative group, which led to new commitments from partners amounting to twice the resources expected. In the fight against poverty, UNDP support enabled the electrification of 110 villages in eight regions covering 61,686 inhabitants, the completion of 530 kilometres of rural roads and the digging of 164 boreholes respectively covering 210,000 and 341,000 inhabitants. These achievements were highlighted by the President of Senegal in his Speech to the Nation on 31 December 2017. In the area of the environment, UNDP improved community resilience by implementing the ecovillage concept in 90 villages. These interventions allowed the creation of 28,498 direct jobs, of which 18,998 were for women and, with electricity supply, improved the success rates of primary school students from an average of 50 per cent in 2014 to 94 per cent in 2017.

9. However, the weak capacity of national bodies to implement projects and programmes and the weak involvement of supporting bodies in the management of projects and programmes negatively impacted programme delivery. Fragmentation of projects was noted as was a lack of synergy between the three programme components. In applying these lessons learned, UNDP will contribute to strengthening the capacities of relevant departments and ministries for project and programme management, coordination and implementation. Joint planning and complementarity of actions will serve to integrate the components of the new programme.

10. UNDP will support the next PES Priority Action Plan 2019-2023 in the areas where it has a comparative advantage, in particular developing policies and strategies that reduce poverty and inequalities, mainstreaming the Sustainable Development Goals at national and local levels, supporting public services through good governance and capacity support to institutions, and providing support for adapting and mitigating climate change. It was on this basis that the country office collaborated with the Government in prioritizing needs in line with the PSE and conducted two validation workshops for the country programme document with the participation of government and other key national stakeholders.

II. Programme priorities and partnerships

11. In supporting the Government in its emergence process, the country programme, which is part of the UNDAF 2019-2023, aims to respond to the challenges highlighted above in line with the UNDP Strategic Plan, 2018-2023. The country programme also aims to support Senegal in achieving the Sustainable Development Goals through capacity-building and development of strategies and policies in the areas of: (a) good governance; (b) poverty reduction and inclusive growth; and (c) climate change and resilience. To this end, the country programme will support the Government to improve productivity, promote public policies that are conducive to diversifying the sources of growth and foster a greater role for the private sector to create more wealth and jobs. In order for the population to truly benefit from the job opportunities created, UNDP will support provision of skills and training tailored to the labour market, particularly for

[6] Conducted as part of the development of the national strategy for integrating the Sustainable Development Goals.

youth and women. In ensuring that no one is left behind, social policies targeting vulnerable people, especially those in the poverty trap, will be promoted and investments will be made in basic socioeconomic infrastructure in rural areas. Given that people, communities and sources of growth are closely linked to natural resources and ecosystems, actions will be taken to manage the risks of natural disasters, reduce human pressures and promote models of consumption and sustainable production. These actions require that inclusive, responsive and accountable governance institutions be established and strengthened at the national and local levels to improve the quality of public services and to foster greater ownership of the development process and the ability of national stakeholders to maintain political and social stability.

12. In support of implementation of the PES, the country programme will be structured around three components: (a) strengthening the governance system; (b) promotion of sustained, inclusive and sustainable growth; and (c) sustainable management of the environment and natural resources. The strategy for planning, implementing and monitoring the programme is to ensure that these three components are better integrated. For example, the provision of basic social services in rural areas will be accompanied by actions to strengthen the governance of local institutions responsible for providing these services. Similarly, issues of governance of national and local institutions responsible for sustainable natural resource management will be addressed to improve the resilience of communities and secure rural incomes. The promotion of sustainable production and consumption patterns will be part of the dynamics in developing income-generating activities and the supply and use of socioeconomic services. This aims at realizing the country's potential for renewable energy and at creating opportunities for green jobs, strengthening value chains, particularly agricultural ones, and ensuring the sustainable management of the country's natural resources. To this end, three interrelated programme clusters, which correspond to the following three challenges, will be established.

13. UNDP will seek to mainstream the gender dimension by targeting women in all interventions. In doing so, UNDP will help operationalize the National Gender and Equality Strategy and will support the gender-disaggregation of the results indicators and collection of data.

14. UNDP aims to help Senegal achieve the aspirations of the 2030 Agenda for Sustainable Development and African Union Agenda 2063, in alignment with the UNDP Strategic Plan through its signature solutions. These solutions will be implemented through the two platforms outlined in the Strategic Plan: (a) a country support platform for the Sustainable Development Goals; and (b) a global development advisory and implementation services platform. UNDP will therefore continue to lead the United Nations Country Team (UNCT) Sustainable Development Goals task force as well as the national committee for the Goals. The country office will ensure the active participation of donors in the process to support the implementation of the 2030 Agenda in Senegal.

Strengthening the governance system

15. The proposed programme aligns perfectly with pillar 3 of the PES on governance, institutions, peace and security and with outcome 7 of the UNDAF on effective governance. It also aims at strengthening the national governance steering mechanism through the development of a national reference framework to harmonize instruments for measuring and producing accountability tools. UNDP interventions on governance will focus on women and youth as agents of change and on the most vulnerable populations (persons with disabilities, the elderly, the unemployed, women victims of violence, persons living with HIV and AIDS, victims of migration) to reduce social inequalities and promote sustainable development. It will also target women parliamentarians, locally elected officials and religious and customary leaders.

16. The contributions of UNDP will focus on: (a) strengthening the capacities of the institutions responsible for implementing and monitoring the PES at the national and local levels and those responsible for data collection and formulation, implementation, monitoring and evaluation of public policies incorporating the Sustainable Development Goals; (b) strengthening the capacity of oversight and control entities to improve the performance of the public administration at the national and local levels; (c) building the capacity of women, youth and vulnerable groups to participate in decision-making bodies to defend their rights and fulfil their duties as citizens with the support of concerned sectoral ministries; and (d) building the capacity of electoral

management bodies, the police force and women leaders for more peaceful conflict management and better prevention of violent extremism to enhance security and peace.

17. Programme implementation will benefit from partnerships with targeted key partners, such as the European Union to enhance the fight against corruption and the Government of Canada to strengthen women's leadership. Emphasis will be placed on the development of a partnership with the Islamic Development Bank with the support of the UNDP Regional Service Centre to promote the localization of the Sustainable Development Goals. In order to strengthen production of national statistics, partnerships will continue with the United Nations Population Fund (UNFPA), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and United Nations Children's Fund (UNICEF). In terms of South-South and triangular cooperation, efforts will be made to forge partnerships with the Government of the Republic of Korea in the area of gender-based violence and with the Government of Malaysia within the framework of the Delivery Unit[7] to support the implementation of the PSE. These partnerships will contribute to enhanced resource mobilization as well as sharing of best practises and knowledge.

Promoting sustained, inclusive and sustainable growth

18. The proposed programme is in line with pillars 1 (structural transformation of the economy) and 2 (human capital, social protection and sustainable development, strengthening community resilience) of the PES and outcome 1 one of the UNDAF, on structural transformation of the economy and the reduction of inequalities. The programme will help support economic growth by improving the mechanism for managing and implementing projects geared towards strengthening the private sector, diversifying the economy and developing value chains. To this end, the programme will contribute to the organization of the International Conference on Emergence in Africa which will be organized in Dakar in 2019 with UNDP support. Its theme focuses on the role of the private sector in structural transformation and emergence. The programme will also contribute to making economic growth in Senegal more inclusive by creating economic and employment opportunities, improving productivity in sectors where the poor are more active and strengthening social protection. The programme will focus on women and youth in rural and peri-urban areas of the Tsambouna, Kedougou, Matam, Saint Louis, Louga, Diourbel, Fatick, Kaolack, Sedhiou, Kolda and Ziguinchor regions.

19. The programme will focus on the following priorities: (a) strengthening the capacities of ministries in charge of implementation and monitoring of the PES to design sustainable projects and programmes for decent employment, particularly for youth and women, which would attract private investment; (b) improving rural people's access to basic socioeconomic infrastructure and services in order to improve local economies and reduce geographic inequalities; and (c) developing the capacities of vulnerable populations, particularly youth and women in rural and peri-urban areas, to establish and manage small- and medium-sized enterprises and to access decent and sustainable jobs.

20. Partnership with the Government will be further strengthened for the implementation of phase II of the Urgent Community Development Programme (Programme d'Urgence de Développement Communautaire (PUDC). The partnership with the private sector will be explored through the country support platforms for the Sustainable Development Goals which will be established during this programme cycle. New partnerships with the Governments of Luxembourg and Belgium will be pursued for resilience and youth employment promotion. At the operational level, partnerships will be established with national and local institutions, non-governmental organizations (NGOs), research institutions, civil society and community-based organizations to design and implement programmes and projects.

Sustainable management of the environment and the natural resources

21. The vision expressed in this programme is in line with pillar 1 of the PES (inclusive and sustainable economic growth) and outcome3 of the UNDAF on resilience, climate change and ecosystem protection.

[7] This is an innovative approach created by the Government of Malaysia for the effective coordination and implementation of development plans.

22. The programme will contribute to: (a) strengthening the capacities of sectoral ministries and local communities to mainstream the principles of sustainable development, climate change adaptation and disaster risk management into sectoral and local policies; (b) strengthening the capacities of the ministries responsible for the environment and energy to promote and facilitate access to clean techniques and technologies for renewable energy, energy efficiency and waste management; and (c) strengthening the capacity of the Ministry of the Environment to preserve and enhance ecosystems and biodiversity for the benefit of the populations.

23. These interventions aim at operationalizing the monitoring, reporting and verification system in line with the commitments of the Paris Agreement; transforming the trajectory of development that was initiated within the PES framework towards an ecologically sustainable future with low carbon emissions; and strengthening the early warning systems to anticipate and prevent natural disasters.

24. With regard to the preservation and enhancement of coastal and river ecosystems and riparian communities in the northern and southern regions of the country, the tangible results of the ecovillages programme and support for green jobs creation programmes will be scaled up. UNDP will also provide assistance to the large-scale coastal programme that will bring together the interventions of the French Development Agency, World Bank and the European Union. Payment mechanisms for ecosystem services will be developed for the sustainable management of forest ecosystems. The Global Environment Facility (GEF) and the Green Climate Fund (GCF) will be the main partners. In addition, UNDP, within the framework of South-South cooperation, will facilitate the establishment of a partnership between the Governments of Senegal and Rwanda to capitalize on good practices and assist Senegal in operationalizing the National Climate Fund.

III. Programme and risk management

25. The programme will be nationally executed. For this purpose and as part of the exit strategy, a strong element of capacity-building and knowledge transfer will be part of the implementation of phase II of the PUDC. UNDP will provide necessary support to national implementing partners and direct interventions will be used only in exceptional cases. Other implementation modalities may also be used, including United Nations agencies and NGOs. The harmonized approach to cash transfers will be used in coordination with United Nations agencies to manage financial risks.

26. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the programme and operations policies and procedures and the internal control framework. In accordance with Executive Board decision 2013/9, all direct costs associated with project implementation should be charged to the concerned projects.

27. The country office will use the new quality assurance standards for projects and the social and environmental standards. To ensure sound management of resources, the country office will strengthen the control over financial management and project supervision, as well as its evaluation system of the implementing partners

28. UNDP will ensure the strengthening of capacities of country office staff to implement and monitor the programme, such as through continuous training, learning and knowledge exchange.

29. UNDP has identified five main risk areas for which mitigation strategies will be necessary: (a) the programme areas; (b) sociopolitical conflicts; (c) security; (d) environmental risks; and (e) operational risk.

30. The programme may be exposed to the risk of a possible reduction in the level of support from traditional donors and insufficient resources to implement it. To mitigate these risks, UNDP will make greater efforts in communicating results through improved visibility and enhance and diversify its resource mobilization and partnership base, including through joint programming with other United Nations agencies to maximize impact, coherence and effectiveness. In addition, UNDP will enhance its strategic positioning in leveraging resources such as from the

GCF as well as the key policy role UNDP plays in improving the quality of growth and reduction of inequalities. In terms of government financing, UNDP and the Government will continue to explore areas of cooperation based on the strong partnership and trust established through the PUDC.

31. The risks of sociopolitical conflicts stem mainly from political tensions and in the run-up to elections. To prevent such risks, UNDP will continue in its watchdog and advocacy role to encourage political dialogue, in addition to strengthening the capacity of the Electoral Commission to manage elections in a fair and transparent way.

32. In terms of operational risks, the slowness of national execution modality due to heavy bureaucratic processes could lead to low programme delivery and needs to be carefully managed with alternative solutions.

33. The main risk factors for insecurity in Senegal are the situation in Casamance and the terrorist threat in the Sahel region, the spread of radicalization among the youth and migratory phenomena. To prevent such risks, UNDP will continue to raise awareness among border populations and strengthen the coordination and the implementation of migration policies.

34. Environmental and climate change risks will be managed through the establishment or strengthening of mechanisms for the prevention, reduction and management of natural disasters at the local level in collaboration with United Nations agencies and other partners.

IV. Monitoring and evaluation

35. The UNDP results monitoring system will be harmonized with the UNDAF monitoring mechanism and aligned with the United Nations guiding principles, norms and standards for evaluation approved by the United Nations Evaluation Group. The country programme outcomes will be reviewed annually and the outputs will be reviewed on a quarterly basis. The programme will also undergo a mid-term evaluation in 2022.

36. At the project level, the steering committees and the project technical committees will monitor at least annually the progress of the projects. Projects will be evaluated based on evaluation plans. Results of the evaluations will systematically be shared to improve ongoing and future project implementation. Joint monitoring missions will also be organized with national counterparts and/or donors to assess the change benefiting the target populations.

37. To the extent possible, UNDP will refer to the national statistics system to better assess its contribution to national results. National baseline surveys, the analysis of the general population census results and the joint annual review can be used to track progress. At the global level, indicators on good governance will be used.

38. The availability of data disaggregated by sex and at the regional and communal level is a major challenge. UNDP, in collaboration with other partners including UNFPA, UN-Women, UNICEF, the Food and Agricultural Organization of the United Nations, European Union, World Bank and African Development Bank, will support capacity-building of the national statistics system to produce reliable data for monitoring the Sustainable Development Goal indicators. To this end, the National Strategy for the Development of Statistics will be updated to take into account the statistical needs in order to monitor all the relevant Goals for Senegal.

39. UNDP will ensure that the gender marker is incorporated into all projects and programmes. It will also serve as a tool to allocate resources and provide support for gender and women's empowerment initiatives. Gender markers will be used to track country programme budgets and expenditures to improve gender planning and resource allocation regarding gender equality. The country office will ensure that evaluations are gender-sensitive.

40. The UNDP Strategic Plan integrated results and resources framework will serve as the reference for allocating resources for programme outcomes and output indicators.

41. UNDP will allocate at least 5 per cent of its programme budget for data collection, and monitoring and evaluation of the programme.

Annex. Results and resources framework for Senegal (2019-2023)

NATIONAL PRIORITY: PILLAR 3 OF THE PES: Governance, institutions, peace and security **SUSTAINABLE DEEVLOPMENT GOALS 4, 5, 6, 10, 16 and 17**				
UNDAF PILLAR III 2019-2023: Governance, peace and security **UNDAF OUTCOME INVOLVING UNDP:** By 2023, national and local institutions improve the quality and equity in the delivery of public services for the promotion of peace, security and effective governance				
RELATED STRATEGIC PLAN OUTCOME: Outcome 2: ACCELERATE STRUCTURAL TRANSFORMATIONS FOR SUSTAINABLE DEVELOPMENT				
UNDAF outcome indicator(s), baselines, target(s)	**Data source and frequency of data collection, and responsibilities**	**Indicative country programme outputs**	**Major partners/ partnerships frameworks**	**Indicative resources by outcome ($)**
Indicator 1: Proportion of users from all social categories (women, men, young people, women with disabilities, young people with disabilities, migrants) who are satisfied with their (previous) experience with the public service (health, education, access to water, justice, telecommunications, energy, marital status) **Baseline**: Education, 67.3%; Health, 71%; Justice 61.1% **Target**: Education, 75%; Health, 78%; Justice 70%. **Indicator 2: Proportion of successful local governments by order of community** Baseline: 43/599 or 7% Target: 125/599 i.e. 21% **Indicator 3: Proportion of Regional Development Agencies with an integrated system for the collection,**	National Agency for Statistics and Demography (Agence nationale de la statistique et de la démographie (ANSD)) Report on the Survey on the Satisfaction of Public Service Joint Annual Review Report (Revue Annuelle Conjointe (RAC)) National Territorial Observatory	**Output 1.1: National institutions and local authorities have enhanced technical, organizational and financial capacities to develop, implement, monitor and evaluate public policies aligned to the Sustainable Development Goals** **Indicator 1.1.1**: Number policies, strategies and local development plans aligned with the Sustainable Development Goals. Baseline: 0 Targets: 15 Sources: Reports of Ministry of Territorial Governance / Control bodies / Parliament Frequency: annual **Indicator 1.1.2**: Existence of data collection and analysis mechanisms that provide disaggregated data to monitor progress towards achieving the Sustainable Development Goals, through(a) conventional data collection methods (e.g. surveys); (b) administration reports systems; and (c) new data sources (e.g., big data) Baseline: (a) No (b) No (c) No Targets: (a) Yes (b) Yes (c) Yes Source: ANSD Frequency: biannual **Indicator 1.1.3**: Existence of governance and oversight of rule of law institutions with strengthened capacities Baseline: No Targets: Yes Source: Ministry of Public Service, Ministry of Governance Frequency: biannual **Output 1.2: Control bodies have increased technical capacities to fight corruption in public services**	Territorial authorities Ministry of Economy and Finance and Plan Sectoral ministries Parliament Court of audit ANSD Anti-Corruption Office (Office National de lutte contre la Fraude et la Corruption (OFNAC)) State General Inspectorate National Independent Electoral Commission (Commission électorale nationale autonome (CENA)) Political parties Civil society UNFPA UNODC UN-Women IOM European Union Government of Canada	**Regular** 5,978,800 **Other** 18,300,000

processing and dissemination of disaggregated territorial information by gender and disability Baseline: 0 Target: 8/14		**Indicator 1.2.1**[8]: Existence of national strategy to fight against corruption Baseline: No Targets: Yes Source: Report of OFNAC / State Inspection Report Frequency: quinquennial **Indicator 1.2.2**: Existence of a national strategy to fight against corruption Baseline: No Targets: Yes Source: OFNAC Frequency: quinquennial **Output 1.3: Women, youth and vulnerable groups have enhanced technical capacities to be active members of decision-making bodies to defend their rights and fulfil their duties as citizens** **Indicator 1.3.1**: Percentage of women and youth in the decision-making bodies ((a)parliament, (b)local authorities) Baseline: (a): 42% women, 10% youth, (b): 47% women, 10% youth Targets: (a): 43% women, 20% youth, (b): 48% women, of whom 25 are mayors, 30% youth Sources: Ministerial sectoral reports, Report of the Supporting Unit for Local Elections, Parliamentary Report Frequency: quinquennial **Output 1.4: Elections management bodies, police forces and women leaders have enhanced technical capacities for peaceful conflict management and prevention of violent extremism to strengthen peace and security** **Indicator 1.4.1:** Existence of national plans of action for prevention of violent extremism (PVE) under implementation Baseline: No Target: Yes Source: Reports of the sectoral ministries Frequency: Biannual **Indicator 1.4.2**: Number of violent incident reported during the election period		

[8] 0 = strategy not available
1 = strategy available but not implemented
2 = strategy available and partially implemented
3 = strategy available and fully implemented

		Baseline: 8 (Presidential) Targets: 4 at most Source: CENA report Frequency: quinquennial Indicator 1.4.3: Number of local platforms established at the subnational levels for conflict prevention and management Baseline: 0 Target: 2 Source: CENA report, Gore Institute Frequency: biannual		
NATIONAL PRIORITY OR PILLAR OF THE PES:		**1: Structural transformation of the economy** **2: Human capital, social protection and sustainable development** **3: Governance, institutions, peace and security** **Sustainable Development Goals** 1, 2, 5 8, 9, 10, 16 and 17		
PILLAR I UNDAF 2019-2023: Inclusive and sustainable economic growth **PILLAR II UNDAF 2019-2023**: Social protection and basic services **UNDAF OUTCOME INVOLVING UNDP**: By 2023, the Government will have integrated sectoral policies and strengthened institutions contributing to the structural transformation of the economy and the reduction of inequalities				
RELATED STRATEGIC PLAN OUTCOME: Outcome 2: ACCELERATE STRUCTURAL TRANSFORMATIONS FOR SUSTAINABLE DEVELOPMENT				
Indicator 1.1: Structure of GDP (a) primary sector, b) secondary sector and c) tertiary sector) Baseline 2017: (a) 18.4%, (b) 19.1%, and (c) 46.7% Target: (a) 17.6%, (b) 22.1%, and (c) 45.1% **Indicator 1.2: Existence of a mechanism for strengthening coherence and integration of policies** Baseline: No Target 2023: Yes	Ministry of the Economy and Finance World Bank report ANSD Report Frequency: Annual	**Output 2. 1: Rural populations have access to quality basic socio-economic infrastructures and services** **Indicator 2.1.1**: Percentage of communities with access to a) drinking water; b) rural electrification, c) rural roads, at subnational level Baseline 2016: 89.5% / 40% / 37,2% of villages Target: 95% / 85% / 60% of villages Source: RAC Frequency: annual **Indicator 2.1.2**: Percentage of new public institutions with essential infrastructure that are accessible to persons with reduced mobility/disability Baseline: 0% Target: 100% Data sources: RAC, ANSD, World Bank Frequency: annual **Output 2.2: The Ministries in charge of the implementation and monitoring of the Plan for an Emerging Senegal (PES) have enhanced capacity to design decent and long-lasting economic empowerment projects and programmes, specifically for youth and women, which attract private investment**	Ministry of the Economy and Finance and Plan Sectoral ministries WHO Islamic Development Bank African Development Bank European Union World Bank	**Regular** 4,035,690 **Other** 25,530,000

Indicator 1.3: GDP per capita Baseline: $1,065 Target: $2,450 **Indicator 1.4: Poverty incidence** Baseline: 46.7 (2011) Target 2023: 30%		**Indicator 2.2.1**: Number of decent and long-lasting employment projects and programmes designed by the Operational office of the PES financed by the private sector Baseline: 0 Target: 10 Data source: National Agency for Statistics and Demography; Joint Annual Review Report Frequency: Annual **Indicator 2.2.2**: Number of sustainable jobs created for youth and women through the PES projects and programmes Baseline: 1,498 in 2016 Target: 5,000 over the period 2019-2023 Sources: RAC Frequency: annual **Output 2.3**: **Vulnerable groups, specifically youth and women in rural and peri-urban areas, with technical and financial capacities to benefit from decent and sustainable jobs, including through entrepreneurship** **Indicator 2.3.1**: Number of operational SMEs created by vulnerable groups Baseline: 88 Target: 388 Sources: PUDC annual report Frequency: annual **Indicator 2.3.2**: Number of women and youth that have benefitted from funding (banks and Decentralized Financial System) to undertake an economic activity Baseline: 314 (Men: 17, Women: 297) Target: 1,500 (in which at least 60% of women and 6% of person living with disabilities Sources: PUDC annual report, RAC Frequency: annual **Indicator 2.3.4**: Number of jobs created for youth (men-women) through UNDP support Baseline: TBD Target: 5,000 of whom at least 50% are women Data source: PUDC Evaluation Report Frequency: annual		
NATIONAL PRIORITY OR PILLAR OF PES: PILLAR 2: Human capital, social protection and sustainable development **Sustainable Development Goals 13, 14, 15, 7, 17, 8, 1, 11 and 12**				
UNDAF OUTCOME INVOLVING UNDP: By 2023, vulnerable communities build resilience to the climate change impacts and contribute to ecosystem protection.				
RELATED STRATEGIC PLAN OUTCOME: Outcome 3 Strengthen resilience to shocks and crises				

Indicator 1: The number of green jobs created (disaggregated by gender) **Baseline 2017**: 2729 **Target 2023**: 6000 **Indicator 2**: Evolution in the amount of income/households derived from the sustainable management of natural resources and the environment. **Baseline**: 695,000 CFA francs/ year / household. **Target**: 1,000,000 CFA francs / year / Household	Report of Ministries of the Environment and of Energy, ANSD Annual Report of the Ministry of the Environment	**Output 3.1: Sectoral ministries and local authorities have enhanced technical capacities to incorporate sustainable development principles and climate change adaptation in sectoral and local policies** **Indicator 3.1.1**: Number of sectoral policies and plans at national and sub national levels that include the dimension of sustainable development and climate change adaptation Baseline: 1 Target: At least 10 Sources: Sustainable Development Goal monitoring report Frequency: biannual **Indicator 3.1.2**: Proportion of local governments that adopt local disaster risk reduction strategies in line with national disaster risk reduction strategies Baseline: 0% Target: 10% Sources: Sustainable Development Goal monitoring report Frequency: biannual **Indicator 3.1.3** Existence of gender-responsive measures for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity and ecosystems: (a) policy frameworks; (b) legal and regulatory frameworks; (c) institutional frameworks; (d) financing frameworks Baseline: (a) No / (b) No / (c) No / (d) No Target: (a) Yes / (b) Yes / (c) Yes / (d) Yes Sources: Ministry of the Environment and Sustainable Development report Frequency: biannual **Output 3.2: Ministries in charge of environment and energy have enhanced capacities to promote and facilitate access to techniques and technologies for renewable energy, energy efficiency and waste management** **Indicator 3.2.1**: Number of institutions that have operational plans with technologies on renewable energy, energy efficiency and waste management Baseline: 1 Targets: 3 Sources: Annual report on projects and from Ministries Frequency: biannual **Indicator 3.2.2**: Number of national and local plans that integrate and implement strategies for waste management Baseline: 0 (national) 0 (Local) Target: 1 (national) 5 (Local)	Ministry of Petroleum and Energy Ministry of the Environment and Sustainable Development Ministry of Decentralization National Agency for Renewable Energy Agency for Saving and Managing Energy National Ecovillage Agency CSOs Local authorities, NGOs Private sector Governments of Japan, Luxembourg and Spain Green Climate Fund Global Environment Facility World Bank Government of Canada European Union USAID UNEP GIZ Nordic Fund FAO	**Regular** 4,932,510 **Other** 61,756,000

		Source: Ministry of the Environment and Sustainable Development report / Ministry of Local Government Frequency: annual (national) quinquennial (Local) **Indicator 3.2.2**: Number of households benefitting from clean, affordable and sustainable energy: (a) women headed (b) in rural areas, (c) in urban and peri-urban areas Baseline: 6,633 in rural areas Target: 13,000 in rural areas in which at least 2 470 headed by women Sources: Project annual reports Frequency: annual **Output 3.3: The Ministry of Environment has enhanced technical capacities to conserve the ecosystems and biodiversity for the benefit of communities** **Indicator 3.3.1:** Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime: (a) area under sustainable forest management (hectares), Baseline: 118,033 Target: 826,231 Sources: Annual report by the Ministry of Environment Frequency: annual		